

From: SSmith508@aol.com@inetgw
To: Microsoft ATR
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Subject: Perspective on Microsoft Settlement

I am a 33-year veteran of the computer industry, with a home microcomputer already running and doing business work in 1977. I've followed the industry closely, and have enjoyed the very exciting technical and business environment that has characterized the last several decades.

Microsoft's clear monopoly promises to restrict this excitement by making it very difficult for other organizations to compete in three areas:

Operating Systems

Office Applications (Their incorporation of Word, Access, Excel, Visio; Great Plains accounting software, and of course the Internet Explorer)

The integration of Application and Operating System, with particular focus on Internet Explorer.

It is the third area that causes the monopoly to be most restricting, and this condition could be remedied. My own personal view is as follows:

- A. Microsoft has a clear monopoly; a benevolent one but with a big stick.
- B. Microsoft is a marvelous organization, their products are great, and their contribution to the whole information technology field has been tremendous.
- C. They have exercised their monopolistic position to improperly restrict competition.
- D. There is a basis for some compensatory damages to be paid.
- E. The settlement, consisting of providing software to schools, is definitely not a heavy penalty for Microsoft to pay.
- F. The company should be broken into two organizations, with Windows in one and all applications (INCLUDING Internet Explorer) allocated to the other.
- G. While there is a basis for compensatory damages, it does not need to be too punitive (as any of their competitors would probably have done the same thing if as successful in the market!). However, one suggestion is that they commit to, within one year, having all office applications available on Linux (Not as open source - they could and should still make money on these excellent programs). That would hurt, but it would also make sense. This could take the form of splitting the organization into to units as mentioned above; the parent being preserved as the Windows unit, and this unit charged some amount of money to fund the migration of applications to Linux.

Now, THAT would be exciting.

Please do not hesitate to contact me if there are questions or if I could amplify on any of the points above.

Sam Smith
Grosse Pointe, Michigan